

Cyprus retreat



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 Shamplr y yimior Pire; Minister, rebuffed sharp critit cism of his peace plan ior th
 Court frees Havel Vaclav Hiael, pioninemt
Czechosloval ploywrign and
human nithtst activist was.
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protests. Pasi

Party leador nagned

 Yigosiaria's suling Com
nist Parit. Page 2
Pollanh Church law Pohnnd's Pariament over-:
whemming passed a law
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Curach legal satans
first time the Churcha legal status for the
fritstime gince the Commund
takeover in 1994.

Alitalia aitinine pilots caned
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tional flights

## Mafia crackctown

Italian bankers ainoumoed
string eat measures aimed at stopping the Kiafig laundering
sonomy through the country's
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## Drug Grackdown

 Turzed and Greece havestived and agremento crack
down on trug smugging.


Cold Fields Mhorce ruh
up 250 m bill in bit hattle



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ing downifollowing the exce UK Indiustrial output :




 INTERNAMOMAL Monectary

 IRGO, manutactirers of toy.
 not sales unprrom DEE-2 crisforicica spamish tele.




 venture with Hercules: US,

## Peking in turmoil as 1 m protesters confront leadership



Mmister Li Peng to step down,
and attacked Deng Xiaoping
the paramount leader, winde
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claimidigg to collective rupe and







 GOipidenev DIPODOSES A100T1 cuts in Asia and Pacific

| Tuentin Pcel in Peking |  |  |
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| ' Mikhall Gorbachev, the viet leader; has offered the | US talks on missiles | eventual demilitarisation of the border, although that |
| spiect of complet |  |  |
| of the sthonsoviet bor- | West German Difence Mruister | the time being the two sides |
| , as well as economic, pomic. |  | - have agreed to set up a joint |
| eration, in a package of: |  | farther troop cuts and rede- |
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| the fa |  | tuls-tote |
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| actross China, -Mrr .Gorbacher |  | He said 120,000 wo |
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| endorsement to his caine | M | ree |
| Comimumist. Part |  | force regimen |
| reinforce the |  |  |
| ne.e |  | 'We are prepared to work |
| offer policy advice for dealif |  | tue whured with Ching of minitary |
| 俉 | ontspoiken press - all basic | d |
|  | demands of the Chinese stu- | border area, leaving |
| \%int of paterasiism. in the | devis most popr- |  |
|  |  | ies," he said |
| in the Great Hall | the plan for the | Conthued on Page 16 |

## Brussels proposes EC-wide

 charter for workers rights

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A tough, private word in Gdansk











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## THE

A Sound Business Base
EFFECT
Flourisbing Businesses IS
Expanding Businesses GROWING

Future Growth is Assured

## EUROPEAN NEWS

## Compromise may break EC deadlock on VAT




## Spain awaits unrest from right and left before Europe poll



Ryan told to quit politics
MR Patrick Ryan the forrier campaign he has attacked
 ritain, Belpium and rreland
late lasi year, has been told by
bis religious supertors to cease all activity supserfors to cease
next monthis European elec



Czechs free Havel after protests By Leclle Collit
mR Yaclav Havel, the
promivent Czechosilovals play prominent Crechozoloval play
wright and haman right
activist, was yestexday

 by Western goverumeints ai
well pas many sast Earopear
sympathisers.



 mr Havel was taken into
custody on Janaxy 16 with
seven other civil rignts camseven other civil rights cam
paigners. They attempted to

 Soviet-led occrpation o year. Havel's brother, Ivan
said the pettion by czechoslo

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ionference in Paris. The play Prighit previlusis
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## Walesa warning

 on reforms SOLDARRTY leader Mr LechWalesa warne the West yes-
tertay that tredorms throughout terday that reforms througrout
he Emst boc cuuld crumbe
miless Poland received support
 iee trade wion has been legal.
ised ina past with the commu-
ist government, told reporters nist government tolde repontrers
he wourd ank
Delors the president of the
DC



West fails to meet Gorbachev challenge


Hopes for peace highest since 1945,




Proliferation of ballistic missiles worries Sipri



## Voters ponder fate of prosecutors

Bruce Clark looks at the issues in a Moscow suburb's munoff poll


 mer party leader.
By using nationalist slogans
Yugoslav leadership poll may increase tension

| DTVISIONS with the Iearimship of Yugoslavia's Communist parayysed it over the past year. are likely to persist following federal leader. | and rallying his nationailstithspired Serbian sppporters, Mr the party leaderships in Vojvoding, Kosovo amd Montegegro. iikely to be rellected in tha |
| :---: | :---: |
| Milan | Sit |
| comes from Macedonia, was | Yngoslav jourualists yester- |
| chosen nader e system | day said that they erpected the |
| ted am | div |
| six republics and two | , |
|  | and Croatia to sharpen before |
| Mr Pancevski repi | the |
|  | due to take place later this |
| bodan milosevic, Serbia's for | Both Sloventa and Croatla |
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Murdoch teams up with Spanish TV investors
 has teamed pp with Spanish
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tele evision television channel in Spalin
\#hich may eventanly beam
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In favour of Mr Mr
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Italian pilots to stage strikes ALITATiA airline pilots
yesterday amnonced they
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 both defence ind ostrinl outpur
and trade and employenen
generation, argues Sipri.







Asension told a news conal capistan Moula have
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${ }^{\text {'European }}$ outstrips US'



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US trade deficit falls at exports hit record levels

## By Arithony Harris in Washington




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 The rise in exports to a
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Haiti at last finds it has Caribbean

## Canute James looks at attempts

 to bring stability back tö Haiti

Gen Prosper Aivill conotries need to be caref
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 ${ }^{\text {ly }}$ The fact that Con Avir, whin
 lor the election, is regarded by
some caribbean states as rea. on enough to get jurivo aver
hope that tha militar leader can be prodded.
entifed, towaris banimag the
country over to an electe. civliian government The Caribbean Conmunity's
dechsion to semd the exision is
a far cry from earier attritudes

 nch effort was led by Mfr
deward Seaga, tha lormei rime minister of Jamaica, Who with a group of other
regionil aeders, baiked the
uestionable elections withich questionable e eleccions which
resultedi in the shoitlived.gor
enment of President Leslie Canigat
Caribean government off-

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ada in Jany The maiton taken
after that, they. said, would be

under fire By Lionel Barber in PRESDENT George Bushis
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solved role
in the rancoconta arvis scandin the ran-Contra Alemocrat senstoris led by Mr
Alan Cranston of Caltrorruia
are pressing for Mr Greor are pressing for Mr Gresg, a
top aide to then Vice President top aide to then-VIce. President
Bush to withdraw. But be is
standing his groumd.




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Intellifence days in the

 Contra scandal broke the iramRemocrats, already upset the have withheld intornation
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Some are irritated that Mr. Some are irritated that, Mr
Bunh has rewarded oancilals
fiked to the Contra operation

## Bush's Seoul envoy choice <br> Senate imposes curbs on FSX deal


 Gigiter project between the DS
gind Japan mposed by the Sant and Japan Imposed by the Sarat on it narrowly votedi in
whenor of the overall deal late or Tuesday.
To the rilief of the Bush
auministration, a resolntion auposing US participation was
offeated by the Senata by 52

 mbarassment.
However However, the Senate
approved $\quad 72$ votes to 27 an
mendent amendment intended to
strenthen the safegards for
the $\overline{\text { th }}$ in the project. This
 Proposed by Senator Roter
mrione former Demorati
majority leader, tbe amend
ment


## Menem stays aloof from economic crisis

## By car Maed Buas Aires

MR Cartos Menem, Argentina's has on several occasions since with the government and co- retary, yesterday announced

 Betwen tow and Deceember 10,
the construtionall fixed date
for Mr Menemm accession. Cor Mr Menem's accession. ing pressure to poming int an


 measures
The chances of that are silm,
however, because Mr M Menem
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expected to be in excess of 50 per cent in May, with whole-
sale erice inflation as much as per cent.
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US aid offer for Soviet free market By foober Mauther, TIE os is prepred to give tance to the somiet Tunon to


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 What would you do with an extra hour in paris?


## Oh for the joys of th

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## way to the oirport. Porking is purgotory.

And 'terminal' well-describas the feeling
of queving of check-ins, longuishing in lounges, ond marehing for.miles.

Aftor which, your aircroft toxies sa for for
toke-off yeu'd be forgiven for thinking you There ore na modding crowds to contend

## OVERSEAS NEWS



Fasting students herald change in China
Peter Ellingsen reports on the historic protest that is choking the centre of Peking


Hong Kong sees march of 6,000
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Army loyalty doubts after coup 'foiled' in Ethiopia

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Tigray turning point that sowed seeds of discord
Julian Ozanne on the effects of the army's humiliation


Two Japanese politicians surrender

| TwO senior Japanese politiciam surrendered themselves for $q$ | zinex In return theig recerived cutipitio <br>  | cleaning up poditics in the wake of the However, ths party may have |
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| Mr Takao Fujumami, once cabinet sec |  |  |
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|  |  |  | An ascetic more partial to poetry than in-fighting



Aiming to be honest broker in the Middle East
Andrew Gowers and Tony Walker talk to Egypt's foreign minister about readmission to the Arab League

|  was no mistaking his air of Luiet satisfaction this weak as place at an Arab srammit Eo Eypt's formal readmission at an emergency meeting of Arab leaders in Cusablanca next mesday, wil mark patient and skilled Egyptian Iomacy. <br> interviewed in the ormate his headquarters, Dr Mesuid cleariy saw Egypt's return coming after what he described negative or radical attituries tious and pragmatic policy that has sougbt to mend fences ing Egyptis peace treaty with <br> "It is in conformity with the general trend that exists within the Arab world to have a pragmatic agproach to the |
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AND OTHEA FNE CARS.

WORLD TRADE NEWS

## India rejects foreign telecom deal

INDA bas InDA has closed the door to
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further share of to firuther shame of Its meexing gill
lion dollir market for switch. jion dollar market for switch.
ing equipment for telepbone
exchanges. exchanges
Thy wis confinned yester-
day Sam Pitroda who
took over last month took over tast month as the
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 Commission which formulates
policy and prepares expendi-
ture pans.
Mr Pitroda, a us-trained
 ment-backed Centre for the
Development of Telematics
CDDOTM which has developed


should seek foredgn collabora-
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and Siemens.





Row over jumbo jet safety standards adds salt to Boeing's subsidy wounds
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Relations between India and
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The pace was slower then. We used Regular mail instead of overnight express. And since there were no fuel-efficient ets, we flew turboprops. since then. Today's
looday's King Air technology is of 30 years ago. the fastest way to fly anymore Not by long shot. But what may surprise you is that it isn't even the mosteconornical way to fy anymore.
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less to operate, or we'll write youa three years.
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Two more aim to bid for Bubidespost rival - A FURTERR two consorila have sijgaliled their intention
to bide for Weat Germingis proposed pivate sector competitor -fide in operation by 1992 -
For full detall, wite Emest J. Edwards, Cessina Aircart compeny, Executive fet Centre, Heaztrow

Why Austria's top furniture maker is still steaming ahead

$\therefore$ A


MAKE HIS CROPS MORE RESISTANT TO DILL DO THE SAME



World Problems


Every year, a third of the world's crop production is lost due to pests, weeds and disease. However, ICI is feeding, protecting and even breeding resistance

Share incentive 'anti-competitive
Monopolies body finds against Unichem scheme THE Monopolies and Mergers
Commiscion Britainis compei.
tion watchdog. yesterday ruiled
 that a controversial share
incentive schemintrodured
hy tinichem, a henamaceutical by tinichem, a pharmaceutical
wholesaler owned by 5.500
indenendent chemists is anti. indeppendent chemists, is anti-
competitive and against the
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 The Government accepted
the commission' recomenda-
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 ceutical wholesale market was


Leeds Development Corporation, set up by the Government, has only four years to regenerate over 1,300 acres in the heart of Leeds.

Superb investment and development opportunities exist from the city centre and historic riverside area to the M1 and M621 motorways.

For further information, please contact Stuart M Kenny, Director of Development and Marketing, Leeds Development Corporation, South Point. South Accommodation Road, Leeds, West Yorkshire LS10 1PP. Telephone: (0532) 446273. (


## signs of slowdown


higher than the same period at
year before ortput in
energy sector fell by 722 per
per

British Gas supply monopoly broken by private company



Interest on Sinn Fein in Northern Irish local poll
By Our Bothast Corresponde









Broadcast ban 'was political judgment'
By Haynond Huges, Law Cours Corresponde
 Republican Aray, was as an mat
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the journalists assert that
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## BMA advises doctors to resist health reforms

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Key defence policy wins Labour's support




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Yesterday's meetinis passed policy me mionew documents
 Bankers warning


PSB surphus of $8800 \mathrm{ma}^{\prime}$ The Treasury said yeitoriday

 sation, comprising the thair instalment of the Bitish Petro
lean share sale and-a Britis
Gas debenture payment.

## Irish power lìie

 Reppubic of Leiainid could pro-vide electricicty and natural gas
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Ming

Rose proposal Southwark council in south
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Conoco jobs go
Conoco jobs go
Conoco UK is to shed about 1.150

 company has a UK st
about 1,500 .
US electric stady The South East Electricity
Board has asked Ulraystems
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pare feasibility plans for a 180
200MW power otaton

Shortage of lawyers The Hopse of Cormmons was lawyers mas the "grivest rosecution Service whirin has
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## President quits

 Ray Cbadburn, Nottingham nion of Misineworkers, is beene
 cuts as membership plummets
from a quarter of inilion
members at tis peak to the currmenmbers
rent 60.000.


## New agencies to run

 UK social security
## By Hazal Dutity



Dockers' ballot expected to back industrial action By Jlmmy Burns, Labour Staft
Ey Nimmy

## The law finds fresh advocates in industry

Charles Leadbeater looks at the increasingly legal nature of industrial disputes

| 有 disputes will not | Federation - rather than a company? Xany engineering |  |  | tem." he says. <br> The growing role of the |
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|  | groups encompass several com- |  |  |  |
| 3il- they will be "eegat-ndins | panies, |  | within an appropriate bar- | traits. Although most employ- |
| the national | Employ ment Act, what is the |  | ning muntitonal pay beargain- | ersey tave a good chance of |
| derer |  |  | ing it will be easier for employ- | wianing their case, the increas |
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| ald | intentions. |  |  |  |
| ment's announcement that the | Taken |  |  | If unions involved in primary |
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| persuading the courts that the | relations $R$ |  | uivary eareements, the increasing | lot, this may provide a fillip for |
| ate is industrial rath | providing a general framew |  | legalism of disputes may he | noficial action. <br> The Government's legisla- |
| be tested today when two port |  |  | enforceable agreements, | tion, employers increasing |
| ployers pursne their case | migly being channelled into for |  |  |  |
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| for a short working | de |  |  | over legal definitions and |
| so set precedents. Can | Negotiatio |  | dind | marcation lines become as |
| a have a trade dispute | tive until there has been a bal- |  |  | job |
| n em | lot it is often only then that |  | ing a much more legaly struc. | definitions and shopfloor |
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SMART MONEY KNOWS WHERE TO GO

With so many offshore banks com- your Personal Account Officer. An your existing banking arrangements. peting for your money, why home in experienced banker who is your link So make the smart move in the right on Citibank Personal Banking in to any of our centers throughout direction. Invest a moment to find Europe? Because you want fast, Europe and is never further than a out how we can work for you. accurate and confidential service. phone call away. Assuring you con- Return the coupon or send your TAKING THE DISTANCE OUT OF PERSONAL BANKING ABROAD
And you appreciate the expertise venient access to our international business card for more information and security which make Citibank a range of banking and investment to Christine Hayes, Marketing recognized leader in the financial opportunities in all major currencies. Department Citibank PersonalBankworld. You will find Citibank PersonalBank- ing, P. Box 2055, 1000 CB You enjoy all these benefits through ing an excellent complement to Amsterdam, The Netherlands.





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Ard make a move to discover the real meaning of entering another bracket.


## More sign up for electronic cheques

Della-Bradshaw looks at the credits and debits of a new cashiless shopping network



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##   y 24~2 . <br> Financial Times FACTMASTER

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WHEN you first handle a Patek Philippe, you become aware that this watch has the presence of an object of rare perfection.
We know the feeling well. We experience it every time a Patek Philippe leaves the hands of our craftsmen. You can call it pride. For us it lasts a moment; for you, a lifetime.
We made this watch for you - to be part of your life - simply because this is the way we've always made watches.
And if we may draw a conclusion from five generations of experience, it will be this: choose once but choose well A Patek Philippe because it's for a lifetime.


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Asprey \& Co Lud 165 New Bond Streek London

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MANAGEMENT: Marketing and Advertising

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tive vica presideut, oith nearly
4,000 engineers and technicians


They hope that many. baby-
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## Nielsen washes the facts right out of its hair

Philip Rawstone on the toiletries market

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KLM's worldwide nerwork Stretching
nations in 76 coumries
With friendly, reliable service - in the air and on the ground

Helping the business traveller make the

## hr connections.

The Reliable Airline Kitim

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Nineli Chankvetadze and Temuri Gualia

## Don Juan

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|  <br> British ballerina to dance with the Kirov $\qquad$ Hogard and its artistic director <br> 27. Schaurtuss- will then darce Alh Alecht. in. Giselle with <br> an invitation to dance, Seocin Lake with the Kiriov Roll <br> Russia They will take the roles of Dodetion Prince Siegried and Sied respectively to <br> Susian Hogard will the first British ballertna to dance with |  |
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## A strong contemporary Fidelio in Geneva

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a dramatic sorano hat with the tech-
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between a spanish grandee and awes.
termised Arab. did not seem entrely
 tinues its improvement under Jean
Latorage The whole ocarason added up
to sometbing original and axciting. Andrew Clark


The Importance of Being Earnest eloomstury theatre


Schumann and
Mendelssohn

## wicmore hall

FINANCIAL TIMES
NUMBER ONE SOUTHWARK BAIDGE, LONDON SE1 9HL
Telephone: $01-873$ 3000 Telex: 922186 Fax: $01-407$ 5700
Thursday May 181989

## Germany and its partners


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## Lessons of the Minorco bid



## Contentious view

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Corporation the largest Ameri
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Colina MacDougall reports from mial we dant mant birak

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Peking on the ominous spread of China's student protests


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A wider range of UK workers is taking industrial action than at any time since 1979. Jimmy Burns,


## LOMBARD

## A disservice to Scotland

By James Buxton

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Little fish can live with big fish


UK airports policy

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Royal Opera House development scheme


 Spectre de la rose


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£50M SATELLTE BASE CONTRACT




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QUEEN'S AWARD fOR MILITABY gommunications SYSTEM


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communication system.

## Mexico offered debt agreement based on Brady plan

| COMMERCIAL banks <br> Mexico's request for siegificant reief on its foreier debts with proposals seen as ilikely to disappoint the Mexican Governbroad principles demanded by its negotaters advisory group. led by hant citibank of tbe US. led by Citibank of the US. Mexican Government olucials mark arreement which should ideas announced in March by |
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Bolivian austerity


Peking turmoil as 1 m protesters take to streets continued from Page 1 .
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Rebel troops control Eritrian capital


A tough and
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$\begin{aligned} & \text { Continued fram Page } 1 \\ & \text { employing more than } 600 \\ & \text { workers. }\end{aligned}$

Stoltenberg
may offer may offer compromise on missiles By uur Foroto and



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YOUR POINT OF VIEW IS THE ONLY WAY FOR US TO SEE THINGS.
Every industry has its own particular way of bank is a world-wide baink participating fuilly
looking atits market. It thas toknow theneeds . in all sectors of the bomestic and problems to compete succossfully with. Banking field. Our tomesticand internationa issuing bank we have made it our businessito came to 100.2 billion DM. With ourbrainch in issuing bank we have mide it our business to your perspective the betier our chances of belping you with vital financial adrice:and loans necessary for growth. Norddeuische Landesbank is one of the 10 largest bapks in West Germzny and one of the top handred in the woird. It is a pubbic law credit insticuition owned by the Federal State of Lower Saxony
and the Iower Saxon owners guarantee all liabiliticics of the bank These joint and several basis. Norddeutsche l andes
came to 106.2 billion DM. Wi th our braich in have two operating bases Luxe mbourg we look after business interests right enable us to
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## INSIDE Stealth, wealh

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##   bomber programme, Northrop is having to fight hard to keap the proat  <br> itys not ali sunshine in Brazi 



Citicorp takes on dapanese
in their own backyard


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Copenhagien regains its bounce An almost complete basence of new issuese of
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tha spring hack tinto the stop-of Copenhagen's.
stock market. Page to

Bly hop in Bass profits Bass, Eritualn's largest
brewer, yesterday





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## FINANCIALTIMES COMPANIES\&MARKETS

## Bill for Gold Fields battle totals $\mathbf{5 5 0 m}$



## Challenge to the US brains trust

Alan Cane and Lonise Kehoe on this week'



Italian group expected to acquire stake in Springer POUGGRAFICI Editoriale, a lary
 gronp. is at an advamced stage of
negotiations to accuire a staze of
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Verlag, the West German gromer Verlag, the West German gronp
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Sol per cent of the Springer Allhongh no formal announce
ment has been made yet, it it
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tone been takian plact in tions have been taking place in
Berlin in recent tays.
The purchase of The purchase of a stake In
springer is likely to require the
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West German monopolies comm mission.
Poligrafici had turnover of
L264nn ( 5187 m ) in 1987; the total
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Lai Naziono of Forence, 1 Resto
del Cartino of Bologna and 1 Picic.
 disposed of energy sector hold
ings abont 10 Jears ago one
the leading independent of oper The Springer gronp has been pate over a stake in the group
held
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In more film and television rights
than anyone else in incore.
Last January, Mr Kirch said he had huilt up this hording in hin he the
company to more than 25 per However, this was denied hy
Springer, which proved reluctant to register ris new stock
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the Springer heneficiaries and
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that calls for co-operation bicion that calls for cooperation by Mr
Kirch migh he the prelude to a
stranglehold.

Banque Bruxelles Lambert calls for $\$ 150 \mathrm{~m}$ as profits rise $\mathbf{1 2 . 3 \%}$


## Maxwell in US publishing link-up

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## We can relocate you before the rest can send a brochure.



INTERNATIONAL COMPANIES AND FINANCE

## Sainsbury growth again tops $\mathbf{2 0 \%}$



Confident
outlook
at Roche

## y John Wicks in Zurich

HisF chanic-la Roche, the
ceuticals group, eezpects. fur
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Fitit Gerber the chairman said
ritu Cerber the chairman sain
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earnings would again rise


 Mr Gerber said koche ben Fiss fiamc. Weakness of the
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United Scientific makes loss provision By David Waller in London
SEARES in United Scientific


Henkel plans rights and US disposal






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The Royal Nediloyd Group N.V.
 A successful year with higher future profits forecast.

Net Group Turnover 4,951.1*DFL Operating Profit 231.2*DFL Net Group Profit 153.6"DFL Dividend for Year 15 DFL Share Price on 17th May 1989400 DFL

In presenting the Royal Nedlloyd Group's annual report for 1988, MT H. Rooditien
Results: "Nedlloyd is on the right course 1988 was a successtul year and based on we forecast higher results in 1989 for virtually all our activities:"
Core Activities: "Our business is logistic services. The total coverage of physical goods - fiow and data on benelf of parties at both ends of the chain - everywhere in the word. The three core activites are connainier ligistics, storage distibution and transport powerful grownh across the board. Regular acquistions are an integral part of this
Corporate Poaltion: "There is no hatt in strengthening our networks to mesh even better with cient primenios Nedibyy operations have a cear iden
has improved and Nedllyd enjogs poweriul firancial resources:

## Hypo-Bank Strong Performance Again in 1988

n 1988, Bayerische Hypotheken-und Wechsel Bank again posted excellent results. Group assets advanced by $7 \%$ to DM 135,2 billion. Ne arnuigs, which rose satisfactorily, were the These gains followed the Groups particulary trong perforiaance in 1987 despite anfavorable developments that year in the securities and

Hypo-Bank's branches in London, New York, ad Hoxg Kong, its international subsidiaries, otable contribution to the Groups achieve ments for the year.
Germany's oldest publicly-quoted bank, Hypo Bank will
a line with its lons-term strategt to broados. rancial services capabilities at home and broad, Hypo-Bank substantially booated its Cerman building fuiance group to $75 \%$
horeover, it concluded a promising join venture agreement with Richard Ellis, the UK property group.

With Southern Germany's largest branch network and presence in key world markets, Hyposervices around the globe.
For your copy of our 1988 Annual Report, Thease contact our International Department, Telephone: (89)23 66-1, Telex: 5286535 , S.W.L.F.T: HYPO DE MM.

| Highlights of our consolidated Balance Sheet for 1988 |  |
| :---: | :---: |
| Total assets (Total assets parent compainy) | $\begin{array}{r} \mathbf{1 3 5 , 1 7 3} \\ 91,243 \end{array}$ |
|  | 107,697 |
| Total deposits and long-terni liabllities Ceneral baviking Mortgage banking $\quad \mathbf{7 7 , 5 3 4}$ | 128,674 |
| Shaveholders' equity | 3,910 |



Modern Banking in the finest Royal Tradition

## "The key to global performance is understanding local markets:"

When you're searching for opportunities in global finance, experience shows that any answer also poses questions: Does a cost advantage outweigh the price risk involved? Can risks be mitigated through hedging or other strategies? How can implicit yield and currency considerations affect total return? For investors and borrowers alike, J.P. Morgan's worldwide financial network is unequaled in its ability to anticipate the questions and supply the answers. By providing local-market intelligence viewed within a global context, we can help you make the right moves when the timing and circumstances are right for your objectives.


## JPMorgan

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Driving forward in a World of Change SANDOZ


Sandoz in 1988：Sales up 13\％－Net Profit up $21 \%$
Sandoz－a research oriented Group headquartered in Switzerland－operates worldwide in the business of Chemicalk， Pharmaceuticals，Crop Protection，Seed and Nutrition．

Continued excellent group performance based on innovaive products and superior financial strength provide for a
promising future． promising future．
 Please send me a copy of the Sandoz 1988 Annual Report Name：
Address： Address：

NTERNATIONAL COMPANIES AND FINANCE


## Hewlett－Packard marks time

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Bouriez group． buys SES chain for FFr1．4bn ${ }^{\text {By }}$ Paui Boltat in Paris





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Toys＇$R^{\prime}$＇Us posts strong results in first quarter







INTERNATIONAL COMPANIES AND FINANCE Strong Japanese housing market boosts Haseko

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## Philippine bank in $30 \%$ sell-off

Kyocera
advances 18.2\% to Y50.37bn By hoom Tomosen



has acquired

The Gable Care Home Business<br>in the South of England

Ladbroke Group PLC<br>from

The undersigned acted as financial advisors to


May 1989


## Court Cavendish Group Limited



## Chief for Kalgoorlie Gold and its super pit' project



| Han arm of the RTZ Corporation , of the UK |
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| Edson Foster, who retired the end of Jamuary. <br> FALAVAL ${ }^{\star}$ * <br> ry equipmen, the Swedish sineerting group, appointed Lars Kylherg president and |
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## Canadian National Railways chief to head troubled Via Rail service M Montrea



2,250,000 Common Shares


BHF-BANK 1988:
Dynamic Growth on an International Base


BHF-BANK succeeded in further expanding its position on national and international financial markets in 1988 . Business volume
rose by $19.3 \%$ to DM 23.8 biliion, nearly double the level of 1980 . The driving force behind this expansive growth was international business - fuelled by a mounting share in global trade financing and the stepped-up activities of our foreign branches, which consoli-
dated and substantially enhanced their market positions. The Bank furthered its international orientation year under review. Human resources of the foreign branches and the year under review. Human restional staff sections at headquarters were considerably expanded, while innovative financing concepts extended the service range for exporters. New representative offices were opened in Bombay and Meibourne, and a subsidiary established in Amsterdam. the style of a modern merchant banker and the competence for both international bank. international bank. Annual Report.



Sal. Opprenkeim ji.g Gie.
Bankoss ainco 1789


1987
Highlights of our 200th Business Year

DM 3,938 million DM 3,514 million DM 2,861 million DM 2,273 million DM 165 million DM 12,644 million

Business Volume Total Assets Deposits ills and Advanc
Capital
Consolidated Total Assets

## ケ® <br> \section*{Cologne Frankfurn, May 1989}

New York

Japanese Yen 20,000,000,000
Notice is hereby given that the Rate of Interest for the
six month period 18 th May 1989 to 20 th November. six month period 18th May, 1989 to 20 th November,
1989 has been fixed at $5 / 4$ per cent. The amount payable on 20 th November. 1989 will be
Yen 271,250 per Yen $10,000,000$ Note:

Agent Bank
Morgan Guaranty Trust Com
Trust Company of New York
London


## 1988

DM $\begin{gathered}1,388 \\ 4,3 \text { millio }\end{gathered}$ DM 3,816 million DM 3,066 million DM 2,554 million DM 180 million

London

INTERNATIONAL CAPITAL MARKETS Citicorp launches attack
on Japanese bank citadel Stefan Wagstyl on a US group's expansion plans





Tisco issue to raise Rs6.5bn for expansion By paind house
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## US HRespinsmixed astrade gap narrows



## Currency speculation dominates Eurobond trading

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AIBD prepares for collective soul-searching over strategy
Andrew Freeman forecasts a lively annual meeting

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Deciding the form of Acts Two and Three Kenneth Gooding on Minorco's choices - fight on, open a second front, or sell up

Trans-Atlantic differences in roles of anti-trust bodies


## Learning from Minorco's bitter experience

## ONE OF the most important lessons to be learned by frk investors and analysts from <br>  when two major intersatitoonal companies are batting you had potter payy attention to what is is going on outside to  yesterday, ooth buis companany and Minorbo have substantial Interests in the US and from the outset there was a frood chanee that they would meet no court there   coumed case serionsly it killed the bid. <br> ANGLOVAAL GROUP




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GrandMet buys its way into the US brandy market


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on transattantic deals. It will


## When self-defence can cost more than launching the attack



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## Arrangements declared to be against public interest








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Société Générale, the leading private Frencb banking group, operates round the clock in Paris, London,
Geneva, Frankfurt, New York, Sydney and Tokyo on the options markets of the world's major financial centres. At the beart of tbis permanent interface is our 24 bour book system, wbich ensures continuous management offoreign excbange options positions between Paris, New York and Tokyo.

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| UK COMPANY NEWS |  |  |
| :---: | :---: | :---: |
| Share of UK beer market increases by $2 \%$ to $23 \%$ Bass profits jump $\mathbf{4 6 \%}$ to $\mathbf{£ 2 8 9 m}$ | Charles <br> Barker <br> board <br> under fire <br> By Nikd Tait <br> coupled with ricent froitt amd <br> Bariser, the adyertinforg, public relations, and recritment <br> group, yesteriay came under Ine et the company's asmual meeting. <br> pariv's chatrmana, also warned <br> groap are hikely to be power than tin the equivalent period last year - when they reached <br> plammed and due to phastmg". Fe also aided that a "reason- able start' had been made in <br> the trrot quartar of 1889, and that the group expectid an otrerall advance in proitabil <br> Hy ior Norman carme attack from three separate shareholin- <br> previonsly worised for Charies Bariter, drew attention to the profit-relatad bonos elements | NFC continues growth with $\mathbf{5 5 \%}$ improvement to $\mathbf{5} \mathbf{3 2 . 6 m}$ |
| Bid likely for Holmes Protection Group |  |  |
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| Sibec, the international retail and leisure develapment spacialists, have cantinued thair stary of growth in the yoor to December, 1988. <br> 66 $\qquad$ significmat advaacen la 1988. Onr taraaver has more than doebled, have increased by do less thase 135\%. $\qquad$ we suw the first real aigas of a lag ie the United Klagdom. This will andoshfodly affect oar growth Id this marief lo the ihart term, ratail arieatatod, hut we helieve thet aer plaaced geagraphleal expacsiee avariean will, la dee daw lavaived wifh a acmitor of larga mized ane prajacta which afficen, iedestrial ond besizess space. While thore many be sente casasidatiaa la the year ahead we ramald coafldent that with aor catlad of the hasiasis, we cae laak <br>  <br> Major axpansian of ovarsaus basiagss has saea Sibec open officas in <br> Amsterdom, Fraokfuri, Antworp, Modrid, Bercelona ood Polmo de Mallorca, and we ara carrunlly seakiag pramises le number of olber European ciliss. Io North Americo, basus bava baso coasolidatad in Toroata, Las Angolas aod Primeelat lo maximisa aor glabal influace ood obililies. <br> Accanols ores ayoillable from Ihe oddrosses belay. $\qquad$ <br> TURHOYER |  |  |

## UK COMPANY NEWS

Profits more than doubled and new chief executive appointed
Ultramar at top of expectations with $£ \mathbf{3 2} .2 \mathrm{~m}$ E,


## Exports boost Foster to $£ \mathbf{3 . 4 m}$

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## Midsummer bucks

 trend and rises 62\% to $\mathbf{£ 4 . 6 m}$ halfway






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BOARD MEETINGS


Analysts upgrade estimates as Capital Radio advances 82\%
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## Poles, Ltd.



HANBURY MANOR
Hotel, Health \& Leisure Club,
Golf Course and Residential Units
e undersigned structured and arranged
these transactions, and acted as agent

Security Pacific National Bank


## Copper industry worried about regulation plans

## y David Blackwel <br> PROPOSED CHANGES in At present, LME contracts copper market. futures traing regulatios are settled on the delivery But the Lism and   toinal Wrought copper coun. cile body whici hrings together horh copper producers and consumers and consumers, which ended its The council Tith jont meeting in Vancu. ver vesterday, is concerned hat changes in the rule soverring credit thanted to customers by futures brokers win force the eachange to change to a cash cleared The costs and reotrictive mature of hhis would inevitanly fall on the hiokeis' clients.    <br> NIIM to build high-tech lead smelter <br> ay Bruce Jacques in Sydney <br>  operateo the worli''s largest lead and silver mine at Mount Isa has beg Isa, has begun a new Prodution era to buth a decison build a As65m (E30m)  arry wheo production next cen Mount Ithe Isa mine falls and the

Bauxite workers reject strike settlement





















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schedule
The company said 7.300
tones Kaiser Corporatiol IIT New
Orleans. Faxiser and Hitro Aluminium of Norway are owners
of the refinery, closed fust
under four years alo. Officials $\left\lvert\, \begin{aligned} & \text { under four years ago. Oufficials } \\ & \text { said by the end of this year it } \\ & \text { would be producint at } \\ & \text { wallsel ant ant }\end{aligned}\right.$

All systems go for Brazilian soya
John Barham reports on the season when everything went right

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Trees burnt as tax change hits plantings

| BRITISH NURSERYMEN are | out of the tax net altogether. |  | - |
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| burning some tom youn | Tbe HTA says the 40 mm mres | Mri. Frank Linds | ing far short of the targets of |
| trees because the | represent about haif of the | Oakover Nurseries in enent, | forest planting plus a further |
| ernment tax | hy about 30 UK | ing | re a year for farm |
| UK Horticultural Trades Asso- | to | to | scheines, tha HTA |
| dion has announced. | its | yesterday that Government | Yesterday the forestry Com- |
| mes the market collapse on | Oubsidiary |  | t. |
| changes to forestry tax laws |  |  |  |
| troduced in the | abo |  | planteed in $1987-88$ but no ige |
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| investment in large scale |  | planting woutd have taken up |  |
| coniter planting were abolished |  | the slack in the market this | ure will be little more than |
| with new planting being taken | , | does not appear to be the | 10,000 hectar |

Drought adds to Bangladesh's post-flood woes



## Equities cheer US trade statistics



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## APPOINTMENTS

## Retail services chief at

 Barclays Bank
 Raprlays Merchant Serviciees.
Barclays Trveelers Cheques
and other Barclays centraised productis and sorvices, Cara, Barclays Assent amd
 was formery deput Merchant Services. appointed managing director
of Barclays Merchant Services. EERESTT MORTGAGE Ross Cope as treaspry director. He was srevio
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Been appointed a a director of KLENWORT BENSON. He is responsible for German
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ar INYESTMENT GROOP has
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Chamical Intarmational Asset becime a member of Chemical Investiment Gronp's' benr electer C.M. Bor chairman has of the ITTERRATIONAL. STOCC EXCHANGE He was
previously deputy chairman - If Peter Andrews lias been
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Bocdingtons. Mr Roger Lambert has been
made chairman of the new


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a Swedish investment in about 30 countries and $87 \%$ of sales are outside and industrial holding Sweden,
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and basis and a good spread The market value of the GBP 323 portolio exceeds



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Prsidentand CEO Investment
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## CURRENCIES, MONEY AND CAPITAL MARKETS

## Foreign exchanges Trade figures boost dollar



FINANCIAL FUTURES
US Treasury bonds below best









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WORLD STOCK MARKETS


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FINANCIAL TIMES


## Your FT hand delivered in Germany




## RICES

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## ABABICA

Trade ingures spark Dow recovery


Copenhagen has a sizzling spring
A lacklustre bond market has helped equities, writes Hilary Barnes







## EUROPE

Late buying counters interest rate concern


## WE'RE BIG IN PRINTERS!


have made a a big dot marmession printer very discriminiating USA market, so will get the perifrmance it wants without ary compromises And, of course, each one comes with all the go with the Panasonic OA name.
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## ACCOUNTANCY COLUMN

High noon clash for firms and regulators


Survey finds regional shortage


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Our client is a major international merchant bank with an expanding bullion trading division, of which the London office prays a leading role. They now wish to make an appointment,
reporting to the Manager - Accounting to strengthen their treasury accounting team.
The role will encompass profit and loss agreements with dealers and the preparation of management and statutory accounts You will become involved in the further enhancement of the existing
accounting systems in order to facilitate management reporting Familiarity with Lotus $1-2 \cdot 3$ and Symphony Software is advantageous. To provide the opportunity to develop your treasury accounting skills, you will have responsibility for another small area of the Treasury.
To be considered for this position you will be an ACA, ideally aged $25-30$, with knowledge of bullion accounting You will have drive and cormimitnent and a proven ability to communicate at all levels. This role is an excellent opportunity to expand you
For further information, please write, fax or telephone SUSAN LEE, Senior Consultant, quoting ref: CG4661
MANAGEMENT PERSONNEL 25 City Road, LONDONECIY 1AA
Telephone: $01-2565041$ Fax: $01-3748848$ Telephone: 01-256 5041 Fax: 01-374 8848
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[^1]
## Group Finance Director

West Yorkshire

$£ 60-£ 70 k+$ car + bonus + benefits

Our client is a prestigrous engineering PIC with purnower in


Candidates should filly masch the demanding specificuion
 expenses are avaibhble
To apply witte to Elaine Draper with a brief cureer history To apply witte to Eline Draper wiin a birier career isw FTh60. Pleases staie rames of aury con mpanies to whom your application should not be
for Haskins+Sells

ManagementConsultancy Division
THE WCRS GROUP PLC
Tax Manager
International Media Group
c. $£ 50 \mathrm{k}$ plus benefits

The WCRS Group pic is a publicly-quobed, dymamic, fast-growing adverising and media group With a spread ofacivilus in over 20 counnies. We are young, res elready taken us into the top 10 of woirdwide commumications groups. Our management team at the centre is small and no needs to add a tax managerto ant on the chillenge presented by our rapid intemationa
expansion
qualified tax professional with a background in one ofthe maior accounting firms supplemented by industrial experience.An innovative, tenacious problem-solver with good humour and a vinning style would best describe the pergon who would ft ourtoam
The salary package will be generous to attract the ight person and will inctude a fully-
expensed car.
Please write to our adviser, Jane Woodward, enclosing full career details and quoting reference
Stoy Hayward Associates
, 8 EAKER STREET, LONDON WIM IDA

## Director of Audit

West of London
To work for the largest Division - turnover $£ 1.5$
billion 23,000 employes - of a maior billion. 23,000 employees - of a major PLC. are some 3,000 High Street outlets.
The company has gone through a period of major change, developing a progressive, participative management style and promoting quality and high levels of customer service as key objectives. Subsidiary companies now have greater autononny emphasis has been placed on effective systems and internal control. The Director of Audit will ensure these are implemented and then, supported by a team of twelve, develop a function which also
focuses on qualitative and broader management

MANAGEMENTSELECTION
$\mathbf{E 5 5 , 0 0 0}+$ Bonus and Car
issues. Within twio to three years the appointee should have moved through to a line financial role. Candidates, $30-35$ must have excellent
communication: skilis and a broad commercial perspective. They will either be at managerial level with a major practice or have $2 / 3$ years post qualfication experience with a sizeable group. Interested applicants should write endosing a compreheisive CV with daytime telephone number quoting Ref: 327 to Barry Ollier, BA, ACA,
Whitehead Rice Ltd, 43 Welbeck Street London WIM 7PG.

Chief Financial Accountant

## ENeg + Car \& Benefits Brentwood/Essex

W are one of the leading intemaivional fund mariagement groups with over 66 billion under management a Chief Financial Accousntant Reporting to/depittising for the financial Controller, your durtes seeking ta appoint $\square$ Managing staff involved in $\square$. Preparation and . Preparation of in in
 onciliation af general ledgers Management Accounts regulatory accounts - $\because$ tax and VAT To meer this dermanding role youre o qualfied ACA. or ACCA, probably aged $25-30$. The position
requires sound technical obility combined with a citical onalytical opproach Experience in requires sound technical obiliy combined with a citical onalytical opproach Experience in Financial Services,
where you have had similar responsibilities, or are ready for prommation to this level, would be an advantoge. If you meet our requirements, please apply with CV to Lois Mciean, Personnel, Gartmore investmenc Ltd.
Garmore House, PO. Bax 65 , 16-18 Monument 55 , London EC3R BQQ. Tel O1-782 2513;

## Gartmore

## Assistant Financial Director <br> c. $£ 35,000$



A Arthur Young comperno Reourcing
AMEMBER OFAATHUAYOUNG INTIERNATIONAL

Central Scotland
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HAMBRO COUNTRYWIDE PLC

## Finance Director

| Brentwood, Essex |  |
| :---: | :---: |
| c£50,000 + Bonus + Car |  |
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YOUR INVITATION TO ATIEND THE FIRST LVERPOOL YOUNG ACCOUNTANTS CARERS FAIR


5pm and 8-30pm on Wednesday 24th May 1989 At The Britannia Adelphi Hoted, Ranelaght Place, Liverpool (Next to Lime St Station,



FFHLOWES FINANCIAL CONTROLIER
SOUTH YORKSHIRE TO $£ 22,000+$ Car Our client represents the UK manufacturing amm of a significant


 viewed as a key appointment to their menagement team offering board
potential.
anticlent
FINANCIALACCOUNTANT
HOUNSLOW
T3 $224,000+$ Car + Benefitis Since their enty into the mainframe computer market in 1975, Amdah have brought about e transformation through their commitment to

## Group Financial Planning Manager c $\$ 24,000+\mathrm{Car}$ <br> West Midlands



One of the country's ourstandidige peoviders of
Lisaxrance and Proncinal Sendives providers of
To beep pace with unprocodentiod
busshciss growth and rocenr procomocions our of
the department; Copporate turo qualifed accounaruts to jodn its highty professional tram.

CORPORATE AUDIT
A Springboard to Financial Management ${ }_{527,000}+$ bonus + car Surrey

[^2]Thame Fark Road.
TT1. 0844217277
Fax. 0844216419

Intermarional assignomens of short maion, or exchanges of 1-2 2rars arre possil Spectal project work is as varied and xxithng 25 any on offer within the

The Corporate Andit Group ercourzges colture which is sommitted to training apd crater developmect Apdit tas for some ime provict management and will contimue $\begin{aligned} & \text { do } \\ & \text { so } \\ & \text { so }\end{aligned}$

If pour sills and experience inchude unck itracted by this hind fig onive woris and you pur CV or contas ind of crallienge, please send he Compans foi father information.


Johnson Wilson \& Partners

## Finance Manager

WEST END CE $30,000+$ CAR + BENEFTS
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## Executive Resourcing \& Lybrand

## Finance Director

## Building Supplies

## CAYMAN ISLANDS COMPANY MANAGEMENT

 Largasi independenty owned insscompany on Grand Cayman recuires:

- senior administrator/account



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## Group Finance Director <br> A new role with a progressive Group

## South East

Our client is a 840 m engineering group, specialising in the heating, ventilation and air conditioning sector
Eight sitos, two on the Continent, are Eignt sites, two on the Continnent are engaged in a range of activtions from bespoke installations, to the supply of for more general applications. The group is profitable and growing strongly, but the Board of Directors now wish to appoint a Group Finance the future.
There are speciicic furctional Challenges in terms of entrancing the
existing accounting and control existing accounting and control business planning and capital expenditure review procedures etc.,
but the successful appolcant will also but the successtul appilicant will also
be expected to make a signifcant contribution to the general strategy the managerial processses and the commercial development of the
business,
Candi
45, must be of dogree-califre and
to 53,000 pirs cay expertences in a contract-ocrientatited, nigineering or coptral goods nvironment. They must be able to perantionale scustantial experience of operational financial and systems. management, and possess the appropriate personal qualties to make and beyond the group.
The initial remumeration is expected to be in the range £30range of beriefist inclucling car and relocation assistance if required. To apply, pleasesesend your c.v. or request Theaker Monro, Regency Coutt, 62 66 Deansgate, Manchester, M3 22 N. (067-8320033) quoting reference


## South East London

 This £25m company, part of a larger group, manufactures diverse range of fast moving, quality products for the building and DY sectors. Continu pröduction equipment and new product lines has given it an enviable market position both at home and overseas.There is currently an excellent ppirectornty to take charge of the finance and systems function the company, and, through the Board, contribute broadly to the strategic direction and commercia development of the business. You are probably in your thir several years' post-qualification experience in a progressive manufacturing based organisation You will be totally proficient with computerised accounting and
to 835000 plus car control systems, and able to oversee company wide systems, and administrative functions. You will be able to point to a track record of success.in identifying and managing change, and passess the appropriate personal qualities to produce results. expected to approach $£ 35,000$ plus car and usual benefits. Relocation assistance will be available if required. To apply, please send your c.v. or request an application form from Ross Monro, Theaker Monro, Regency Court, M3 2EN (061-832 0033) quoting reference 3605.
$\qquad$


## Planning and Operations Manager

A SENIOR STRATEGIC ROLE FOR A QUALIFIED ACCOUNTANT/MBA SOLIHULL
31 is the world's largest source of venture eepital
Tbrough oor UK regiooal network, we have fuode buslneases of all types and sizes, helpiog them
grow and prosper.
We epply similer
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## HEAD OF UK FINANCE

## Publishing

c $£ 40,000$ + bonus + car
Our client, Longman, is one of the world's leading publishing groups and forms a significant part of the information and entertainment interests of the highly regarded Pearson plc.
xparding rapidly throughout: its UK and intemational markẹts, the group is predicting an exciting future.
In a newly created position reporting to the Group Finance Director, the Head of UK
Finance will control the finance function of the $£ 75$ million tumover UK publishing ormpany Finance will control the finance Eunction of the Et5 million turnover UK publishing company and will be based in Harlow, Essex. His or her wide-raiging responsibilities. will include maragement of a substanial staff, enhancement of sophisticated computer systems and he provision of both financial advice and commercial guidance to the company's varied shing businesses.
In their mid 30s, applicants should be Chartered Accountants with broad commercial tions industry would cleary be advantageous but is not essential - -excellent interpersonal
skills and commercial flair are skills and commercial flair are.

Please write, encosing a career/sadary history and daytinie tetephoie number,
to David Hogg FCA quoting reference $\mathrm{H} / 830 / \mathrm{FF}$.
LLOYD MANAGEMENT Selection Consultant: 12. High Holborn London WG IN 6QA 01-40.53

## Financial Controller




FINANCAA TMES THURSDAY:MAX 18.1989

We are continuing to gow our orgnistion in Europe to met the changing necd of our business
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 to ue raopen lay manage:

Manager of Tax Research and Planning Europe











Tax Controller
Europe
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APPLE COMPUTER EUROPE, Le:Wilson 2, Geder 60, 92058 Paris La Dáfense, FRANCE

# FINANCLAL PLANNING MANAGER <br> RENAUIT 

## WestLondon

This major moultinational group, a member of the wordd's top 50 companies and one of the most respected names within the motor.
ndustry is firmy commintted to continuyed expansion: .
Growth is being sustained throughe exciting product ininovation and the development of service programmes theoughout the global supply chain, including e yommitment to rocal Quality.
As a ressit of a recent piomotion thene is an inmmediate gequirement for
a key indivicual to join the semior management team.
Responsibilities with involve substanitial intiraction with sales and ....
markecing managervent in order to define and evaliuate strategy as an
c£35,000 + Cars + Benefits
operational level. This will encompass capitil project appraisal, treasury management and comprehensive financial management.
A qualified accoumtant, aged 28-35, with proven commercial experience; you should possess a confident and enterprising style and exceptional interpersonal skills. Opportunities for progression into general management on an international scale will be limited ontry by useful.
Interessod applicants should tele enhone Giles Daubeney on 01-437046 ar write to hime, enclosing a brief CV, at the address below.


To holp our long term devalopment, a Group Financial Controller is sought torevivew and monitor the finanacial and business performarice o our group companies and prepare reports for our UK and intemationa
management A dormanding role it invowes interpreting a wide range of managerment A Ademanding role in invotwes interpreting a wide rangeor tornand the long-tem and contributing to the effiective management of the group.
quapposidion reports to the Group Financial Dírector. Itcalls fora degree

 ablity to load by example and progress to Financial Director level and
beyjond. Prefered age range: 2833 .
Thesialary will besupportodby anexcellentand comprehensivebenefits To apply please send a full CV to:
 BŪVNEE

## Young Chief Accountant

Paris Base
Oir client is one of the majo US leasing and
 producis. Bociaise of the exceptional giowni of the company in the European- -market and specifically in UK subsidiary.
The individual mux be stff.mosinamed and caphehiof
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200 KF +
e company, for the maintenance of origmal books of ennry and for mecting reporting deadlizes of Paris office andor US parinit company Heldge will be also an charge of accoumt analyses and reconciliations. This position needs a knowledge of persocal compute
(familiaxity widh Iocus 123). A basic french will be (familiaxity with Locus 123). A basic french will be

Please coaract Gilles de Mentrque in strict confidence in Paris on (010) 33142893003 or write to hin Gclosing a comprichensive CV and cuocing reference 10 rue Jeain Gonjon, 75008 Paris, France.

Michael Page International
$\therefore$ Interimionat Recivirient Consultans.

APPOINTMENTS
ADVERTISING

For further
information
call 01-873 3000
Deirde McCarthy
Panl Mararigls
Elizabeech Rowan
ext 3456 .
Patrick Whiliams
ext 3694
Candida Raymond
ext 3351

## Assistant Controller

Surrey
c£30,000 + Bonus + Car
Our client is a UK ple that
manufactures and distributes a turnover approaching $£ 300 \mathrm{~m}$. The role will report to the Group Financial Controiler as part of a young head office tear. Dutie eppraisal. financial repporting. taxation and treasury matters. The role will require self drive and will take over many of the duties presently carrie
by tha Group Financial Controller.
Candidates should be qualified graduate accountants, age
indicator $27-30$, with good areer developmeot are exce xpansion in the UK and overseas. Please telephone or write auoting ref 323 to: Igel Hopkins FCA 97 Jermyn Street.
London SWIX 6.5 E Tel: 01-839 4572
Cartwright Hopkins

FNANCILLSELECTION AND SEARCH

## Finance Director

Manufacturing North West To £32,000 (Inc Bonus), Car, Benefits

With annual turnover currently at $£ 10 \mathrm{~m}$ this is an expanding subsidiary nfe UK plc group, with a first class growth record of
performance. Ideally, aged early-mid performance. Ideally, aged early-mid dynamic accountant, with the ability to get things done, and provide strong leadership tn the finance functinn.
With an excellent financial managerial background et senior level, you must have the ahility to implament and enhance management reporting
fast moving.
solums, in a
manufecturing environment. In addition to internal contacts, regular liaison with group headquarters is essential. Prospects are first class in this forward looking
organisatinn. S.A. Lieven S.A. Lievens, Ref, L13124/FT. Male or
female candidetes should telephone in confidence for a Personal Histopy Form,
$061-832$
3500, Fax: $061-832$ 3500, Fax: O61-834 857,
Hogit, Hoggett Bowers plc, St. James's Court,
30 Brown Street, MANCHESTER, M2 2FF.

## Hoggett Bowers

 Member of Blue Arrow P

## FINANCIAL CONTROLLER

## ADVERTISING - BIRMINGHAM

An opportunity for a young, articulate and commerciallyminded qualified accountant to join the management team of one of the foremost advertising agencies and $P R$ consultancies outside London, part of the Saatchi \& Saatchi UK Regional Network.

Service industry experience, computer numeracy and total commitment are essentials.

Initially reporting to the Financial Director, it is envisaged that the successful candidate will succeed to this role within 12 months.

Starting salary c: $£ \mathbf{2 0 , 0 0 0}$, company car
Please send C.V. to Philip Skinner, Financial Director Harrison Cowley Advertising (Midlands) Limited, HCA
154 Great Charles Street, Birmingham B3 3HU. HCA)

## SENIOR DEALER TREASURY <br> LONDONW1

This appointment is tojoin a small, professional Courtaulds G
will include:
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deailing sterling and currency mnney
market deposits and

- dealing foreign exchange and currency
- supervising the day hy daynperatinns nf
the dealing ronm
- ensuring that agreed dealing strategies

Candidates shnuld have a hackgrnund of
treasurywork, preferably gained in the treasury dave the ability and confidence, to play an effective role within a small and closely knit
team.
An attractive salary will be backed by a range of arsistance where benefits including relocation asilance wiere appropriale.
rite with personal and career ietails, ind ladis careor salay,
Mr D J Treadwell, Head of Recruitment, *
COURTAULDS


## Development Accountant

London
Our business is well known and our name synonymous with quality and high standards. Crucial
ro continuing success is our $£ 400 \mathrm{~m}$ turnover proper development division. The business idenifies potential sites and designs, plans and develops new stores, refits existing stores
capital outlay of the Group.

With expansionist plans, this division has a high profile and its contribution to the future success
of the Group will be significant. The Development Accountant will join a small team providing a
professional quasi consultancy service to develop proessional quasi consultancy service to develop procedures and pracices. ${ }^{\text {. The cincumstemces }}$
surrounding property development are constancly surrounding property development are constandy
changing and responsibilities will include providing changing and responsibilities will include providing
the cost and analysis control that is essential in
c£26,000 + car + benefits measuring the effectiveness of changes in engineering highest levels in the company.

Candidates must be qualified accountants with a minimum of three years post qualifying experience, ideally gained in a project-onientated and fast moving
environment. In addition to strong technical and analytical abilities, it is essential mat the appointee has first class communication skills in order wo gair immediate respect for their contribution. Energy,
drive and enthusiasm will all aid success in the role. drive and enthusiasm will all aid success in the role.
For motivaced and ambicious individual excellent opportunities for progression exist both within the division and the group.
Please write with full
Please write with full cv to Jane Ralphs,
Personnel Officer, J Sainsbury plc, Stamford House Personnel Officer, J Sainsbury ple,
Stamford Street, London SE1 9IL.

## SAINSBURY'S

| FINANCIAL DIRECTOR EXCELLENT PROSPECTS <br> LONDON <br> c £35K + CAR + BONUS <br> ally respected computer company with a Our client is a highly successful and internationally respected computer company with a expansion they have identified the need for an energetic and ambitious Financial Director with the commercial awareness and flair to increase the profitability of the company. <br> This key position is seen as critical to the future development of the business. The successful candidate will represent the company to Financial Institutions and will concentrate initially in the areas of Management Reporting and Budgeting, Treasury Management and Investment Appraisal, together with the Review of New Projects, Acquisitions and Expansion Plans. <br> The Company's managerial approach stresses individual responsibility and training and you will be responsible for managing a young and enthusiastic Finance Department. <br> If you are a qualified Chartered Accountant aged 35-45 with significant 'hands-on' experience in a distribution environment, of Corporate Finance acquisitions and flotations and you are interested in learning more about this challenging role, please write with extensive C.V. quoting Ref AFC/ FT/2 to Paula Manning, Littlejohn Frazer, 2 Canary Wharf, London E14 9SY. |  |
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## FINANCIAL DIRECTOR <br> EXCELLENT PROSPECTS

LONDON
c £35K + CAR + BONUS
Our client is a highly successful and internationally respected computer company with a
progressive dynamic management force. Having recently embarked upon an exciting phase of expansion they have identified the need for an energetic and ambitious Financial Director with

This key position is seen as critical to the future development of the business. The successful candidate will represent the company to Financial Institutions and will concentrate initially in the Appraisal, together with the Review of New Projects, Acquisitions and Expansion Plans.

The Company's managerial approach stresses individual responsibility and training and you will If you are a qualified Chartered Accountant aged 35-45 with significant 'hands-on' experience in a in learning more about this challenging role, please write with extensive C.V. quoting Ref AFC/ FT/2 to Paula Manning, Littlejohn Frazer, 2 Canary Wharf, London E14 9SY.

## NEXT PLC <br> Leicester

Following period of sustained growh whid has sean group purover increase tooer flu bill


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It is essential that you are a career minded
individual who is prepared to relocate iff individual who is prepares to relocate if both positions will lead to $p$
in the short to medium term.

## Group Management Accountant <br> ¢25,000 + Car + Relocation

Worling primanrily on management reporting,
 As a cualifed ant (ACMA or ACA) with As a qualified accouncant (ACMA or ACA) wit will have head office experience, preferabty in 2 budgecing/planning
an enquiring mind

Interested candidares should write enclosing
CV to Paul Maclldo Executive Division, Michael Page Finance,
Imperial Buildine Victoria Street, $\Gamma$
Michael Page Finance


## Retail and Management Accountant

£25,000 neg + car London NW1


## DIVISIONAL FINANCE DIRECTOR

Rural East Midlands
This successful company is expanding by acquiring and building additional compainies in its growin consumer products sector. To newhy ecquirsd. customenss, techrologically advancod production Already a sigioificant playeri in its sector, it plans $50 \%$ growth this year with target sales of f85m . its parant is a substantial public group which commands respoct in: The Financa Director will work closely with the Managinig Director on commercial stridegs, businoss. development and acquisitions. This person appointted will also be expected to evaluate and interpret the wwilst providing theirimanagement toemsins with
guidance and support.

Package c. $£ 45,000+$ Car
 quesponsitilility in finitnacial managementi in a large coupariy. Ideally you should cornbine experiemce in an perating company and in a divisional or head office riterperssonanal sommilis隹 odicatore inid/late thirties
 Ploise reply in coll relocation assistance is available.
 off L 390

Condon SW1A M1TD $(01-629$ 807T)
EGOR geximil

## Exciting opportunity in Paris

... for newly qualified accountant c. $£ 26,000+$ bonus

Our client is a top French banking group with a well-developed network of branches within France and throughout the world. It is currently. setting up reporting systems to meet US and other
internstional standarris. aternstional standards.
In ouder to meet the relevant reporting and regulatory requiremenents, a team is being formod to strategy. Reporting to an assistant directori; the successful candidate will lead this team and woik initially alongside external consultants in formulating procedures and restructuring financial data to meet US GAAP standards for the headquarters and the 270 subsidiaries: The toam will ultemataly evolve into an independent international information service to external authorities.

Major French Bank
Probably in their mid-20's, candidates shoould be with aite, least 2 years auditi; and preferably some consolidation experience. A good understandin of US accounting principles, fluent English and a soumd kiowledge of French are all essential. An advantage micro-couminiters would be an ther
The remumeration package will includea experrience, bomus and relocation assistance.
Please replyin confidence, giving concise personal onid salary details to Patrick Renelear, quoting Reff $37 / 888 \mathrm{~L}$
Hymaciz

## Finance Director



Appointments Advertising appears every
Monday
Legal Appointments

Wednesday General Appointments

Thursday Accountancy Appointments

## Director of Finance

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## INTERNATIONAL FMCG

## South Midlands

to $£ 28,000$ + Car + Excellent Benefits
Our client, a US mullinational and bocisehold name, is a world leader in its maxket related field and is fully committed to an ambitious growth plan, devised to move it into new product areas. This has created the opporitunity for two oustanding accountants to make a significant conntribution wo the corporate objectives

FINANCLAL ANALYSIS AND PLANNING MANAGER As a key member of the managenent team, you will be responsible for the production, presentation and interpinetation of business plans.
Additional dutries will include the review of major investinent projects and the evaluation of new product amid business opportunities
The role is exciring and diverse and the successful candidate must be able to perform in a highly pressurised environment.

FINANCIALSYSTEMS MANAGER
This highly responsible role will require a talented individual to implement new financial packages and design accounting systems and procedures to successfully support implementation.
A key area of contribution will be to develop the financial and management reporting needs and to take responsibility for training finance staff in the use and application of packages.

Applications aré invited frominacoointints with a minimum of three yeans'-commercial experience who possess the arrbition and determinarion to succeed in a dynamic


ROBERT*WALTERS - ASSOCIATES
RECRUTMENTCONSULTANTS



Recenty Qualited Chartered Accountant

## European Role

## Aged 25-30 years


 companies: They cuiprencty have aimbiritoun plan
 will be chiceved via a combination of faciunition and organic erowth To support his procees, they wish to appoini a high calibre Chartered,
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and will herefore suit an ind genuine intierest in the developing European bussiness theatre.

Intererted candidatess should contact Chairces Macclood Financial Services Dividion, | Iond oin WC2B 5414 or arkerphone him |
| :--- | 0 OnOR 8312000 .

nance
Michael Page Fmance


## Systems Development Accountant

C 25,000 + FINANCIAL SECTOR BENEFITS + CAR

Oour dionis is recognised iss cone offthe booder in the constointy developing atstocalifies ond recruiting peop
 in London, for ch highty onnbrious ind inducuel. Ascqualified Acountort with experiencie of

 coing the necessary emporienca tor his position
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## TROUBEE SHOOTER



DIVISIONAL FINANCLAL CONTROLEER

 CHIEF ACCOUNTANT
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| operates globally with interests in banking, | pragmatic and analytical businessman who can |
| -inancial services, real estate, construction, | contribute to the overall management of the |
| acturing and trading. | Group. The job demands a strong commercial |
| cies include Toyota, Honda, Volvo and Hino | bent with the ability to identify essentials |
| Seiko and Raymond Weil watches and | quickly and decisively. |
| National, Toshiba and Sanyo electronic equipment | The salary, which is around $£ 70,000$ p.a. plus |
| Reporting to, and working closely | package including free accommodation, |
| Group Managing Director, the Group Director - | class air travel and a company car. |
| Finance will be a member of the Main Board and | Spencer Stuart, the tirm of international |
| Group Executive Committee, Responsib | management conssultants assisting in this |
| include all aspects of agement accounting treasury | appointuent, will be happy to provide further |
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| sophisticated computer and management in- |  |
| formation services department. | Spencer Stuart, Pridge Honse, Ashley Road, |
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management issues,
The succesful candidate will bea graduate cqulified
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four years' PQE. You will displaya h high degree of
commercial awareness and have demonstrated,
initiative and ercelience in yourr current position.
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## FINANCIAL DIRECTOR

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